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ABSTRACT

In response to an accreditation team's concern over the status of affirmative action, the campus atmosphere toward women and ethnic minorities, and involvement of staff in decision-making at San Joaquin Delta College (SJDC), in California, the college conducted a survey of staff attitudes. A questionnaire was distributed to all 942 full- and part-time faculty, administrators, and classified staff in December 1992, resulting in 359 usable responses for a sample that closely matched college demographics. Survey findings included the following: (1) 45% of the respondents agreed and 9% disagreed that SJDC was making a strong effort to recruit women into management, while for women only 30% agreed compared to 60% of men; (2) 67% of the male respondents disagreed that sexism was a major problem at the college, compared to 40% for females; (3) staff as a whole indicated that SJDC was making a strong effort to recruit minorities and that they were well represented in management positions, while both Hispanic and Black employees indicated disagreement; (4) only 26% of the staff believed that committees created to expand shared governance had much influence on major decisions, compared to 34% who did not believe so and 40% who were neutral or had no opinion; and (5) analysis of the findings offered insight into unity and dissension of staff attitudes, with Black, Hispanic, and classified staff members workers more likely to give negative responses and managers, men, and full-time faculty less likely. The survey instrument is appended. (KP)

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ED 374 842

RESEARCH REPORT

Attitudes on Staff Participation and the Acceptance of Women and Minorities at Delta College

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SAN JOAQUIN DELTA COLLEGE

Attitudes on Staff Participation and the Acceptance of Women and Minorities at Delta College

Results of a Staff Opinion Survey Made in Response to an Accreditation Report Recommendation

May 1993

Carried Out by the Accreditation Follow-Up Committee on Standard Three:

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SUMMARY

The Accreditation Team which evaluated Delta College in 1990 gave the College high marks overall, citing its strong academic quality, good morale, exceptional faculty, and sound financial condition.

It did, however, express concerns about the status of affirmative action, the campus atmosphere toward women and ethnic minorities, and the involvement of staff in decision-making.

In its response to the accreditation report, the College took issue with the Team's conclusions, citing an exemplary level of hiring women and minorities, awards for its minority-oriented Faculty Intern Program, recognition from the Black Employees Association for the President's and Board's support, and major expansions in shared governance.

To provide some harder evidence on the differing views about these issues, as one of its follow-up activities to implement the recommendations in the Accreditation Report the College carried out a survey of staff attitudes. This report presents the survey findings.

EQUITY AND AFFIRMATIVE ACTION

The concerns expressed in the Accreditation Team's Report on gender equity and diversity issues—that there is not a generally perceived commitment to affirmative action recruiting or to maintaining an atmosphere that welcomes and supports women and minorities—are not borne out by the survey results.

The majority of the Delta College staff who have opinions on these issues believe the College is making strong efforts to recruit women and minorities, that women and minorities are well-represented in faculty and management positions, and that the College atmosphere welcomes and supports women and minorities in these professional jobs.

Most staff members also reject the notion that sexism and racism are major problems on the campus.

However, most of the staff members with opinions do not believe that women and minorities yet share equally in the making of high level decisions at the College.

There are important exceptions to the overall pattern among the various sub-groups of the staff. Women are much less likely than men to say the atmosphere is supportive; and among the ethnic minority groups, blacks and Hispanics have much more critical views of the College's efforts to recruit and support minorities.

PARTICIPATION IN DECISION-MAKING

The Accreditation Team's concern that the Delta College staff do not feel they have a major influence on important College decisions is largely verified by the more critical attitudes expressed by the staff on this issue.

Only a minority of the staff believe that the College committees have much influence on major decisions, or that decisions are being shared with the faculty and classified workers. There is a large amount of uncertainty among the staff about whether the administration is making efforts to expand participation in decision-making, but among those who do have an opinion, the predominant view is that sufficient efforts are not being made.

CONSENSUS AND CONFLICT

Apart from their central purpose of substantiating or correcting the concerns voiced in the accreditation report, the survey results offer a window of insight into the lines of unity and dissension that structure staff attitudes on the key issues of equal opportunity and staff participation.

Given the larger forces that push toward polarization—between whites and minorities, between males and females, and between managers, faculty, and classified workers—there is remarkable agreement among most groups on most of the questions dealing with the acceptance of women and minorities.

In contrast, on many of the questions related to the sharing of decisions there are sharp differences among the staff sub-groups. For example: a majority of full-time faculty members believe committees have little influence on major decisions, but a majority of managers are persuaded they do; and a large majority of the College's managers believe the administration is making efforts to expand participation in decision-making, but only small minorities of the other groups agree.

TENDENCIES TO BE POSITIVE OR NEGATIVE, AND THE EXTENT OF NO OPINION

Regardless of the issue in question, some groups tend consistently across all the items in the questionnaire to be more positive or negative, or to be more uncertain, than other groups. Managers, men, the full-time faculty, and employees of mid-term length (6 to 15 years) are appreciably above average in their tendency to give positive responses across all the items. Blacks, classified workers, and Hispanics are substantially above average in their general tendency to give negative responses.

The frequency of no opinion responses in the survey is high, averaging 39 percent overall, and ranging from a low of 25 percent for managers to a high of 53 percent for part-time faculty; and there are perplexing differences among the sub-groups. While it is understandable, for example, that part-time faculty should have the highest level of no opinion, women are the second highest group. While black employees have the second lowest rate at 29 percent, Hispanics are above average at 41 percent.

Whatever the explanation may be for the puzzling differences in no opinion responses among the staff sub-groups, the policy question is whether the no opinion responses typically represent the lack of information or the presence of uncertainty. Do the groups that are high in no opinion need to be better informed about policies and initiatives that are in place (e.g., recent expansions in the membership of the President's Council and the Budget Committee), or are they unconvinced that the policies are operating effectively?

Attitudes on Staff Participation and the Acceptance of Women Minorities and at Delta College

Results of a Staff Opinion Survey Made in Response to an Accreditation Recommendation

I BACKGROUND

When the Western Association of Schools and Colleges (WASC) Accreditation Study Team reported on its visit to Delta College in 1990, it gave the College generally good marks, concluding that "academic quality is high, morale is high, the College has an exceptional faculty, and is in a very sound financial position."[1] But the Team registered several concerns regarding affirmative action, the campus atmosphere toward women and ethnic minorities, and the involvement of staff in decision-making. Specifically, the Team's report stated that:

> "The Team is concerned that the commitment to affirmative action be demonstrated and exampled, beginning with the President and his staffing of top management.
>
> "The campus needs to insure that the atmosphere is one that welcomes and supports females and employees representative of ethnic diversity.
>
> "The District must ensure that hiring procedures for hourly faculty, taking into account true emergencies, are consistently applied. It is recommended that the College design a targeted recruiting plan for the acquisition of a diversified hourly applicant pool.
>
> "The District needs to consider appropriate methods to ensure the involvement of classified, faculty, and management in the decision-making process in the spirit of shared governance as mandated by law. Although there are extensive committees at the College, there is not the perceived sense of participants that they have major influence in senior management recommendations.
>
> "It is...suggested that the College complete an assessment of perceptions regarding females and ethnic minorities to help dispel the impressions associated with discrimination, sexism, and racism." [2]

In its response, the College took issue with the Team's observations, stating that:

> "Over the [last] three years, Delta College has been hiring ethnic minorities and female employees at all levels at a much greater rate than their representation in either the state or local population or labor market.

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[1] *Evaluation Report of San Joaquin Delta College*, Western Association of Schools and Colleges, March 6, 1990, p. 12.
[2] *op. cit.*, p. 6.

> ...There are probably few, if any, community colleges in the state with a hiring record better than that of Delta College over the last three years.
>
> "The College was recently cited as exemplary for its Faculty Intern Program designed to develop more women and minority college instructors. ...During the Accreditation Team's visit, the Board and the President were presented with plaques from the Black Employees Association for their support of the organization and its activities.
>
> "The District has established a consultative process with regard to changes in Board policy or major program changes which includes solicitation of comments from the Academic Senate, the Division Chairpersons Council, the Classified Employees Advisory Council and student government. ...[T]here is so much communication and participation occurring in the governance system at Delta College it is difficult to imagine what further might be done 'to insure the involvement of classified, faculty, and management in the decision-making process.'"[3]

After the College received the Accreditation Team's final report, it established several committees to follow-up on the Team's recommendations. The committee responsible for Standard Three reviewed the Report's conclusions and the College's response, and decided it would be useful to carry out the Team's suggestion to survey staff attitudes on women, minorities, and participation in decision-making.

A questionnaire was developed and the survey was carried out in December 1992. This report presents the survey findings.

II CONDUCT OF THE SURVEY

The survey questionnaire was distributed to all Delta College faculty (both full- and part-time), administrators, and classified staff. As shown below in Table 1, the response rate was fairly high, and, with a few exceptions, the demographic characteristics of the resulting sample closely match those of the staff population.

The overall response rate was 40 percent, but among the various demographic sub-groups it ranged from a low of 22 percent for black employees to a high of 85 percent for Asians.

For most of the demographic sub-groups, the survey sample closely matches the staff population. However, as a direct result of the differences in their response rates, there is significant proportional underrepresentation of black employees, and overrepresentation of Asians. This has the statistically unfortunate result that the attitudes of black employees in this survey are represented by only 12 persons who completed the questionnaire.

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[3] *Response to Draft Accreditation Report*, San Joaquin Delta College, April 1990, pp. 9-14.

Table 1

Demographic Characteristics of the Survey Sample Compared to the Staff Population

	Survey Sample (N=359)	Staff Population (N=942)	Response Rate
Males	46%	50%	37%
Females	54%	50%	43%
Total			40%
Classified	32%	32%	38%
Managers	9%	6%	56%
FT Faculty	30%	25%	43%
PT Faculty	29%	37%	29%
White	56%	66%	35%
Black	4%	8%	22%
Hispanic	16%	15%	41%
Asian & Other	24%	11%	85%

A NOTE ON STATISTICAL SIGNIFICANCE

No tests of statistical significance have been carried out on any of the comparisons discussed below because percentage differences that are large enough to be of policy significance will in virtually every case be statistically significant. Small differences between groups may not be significant. In cases where the sample size is small (e.g., with blacks, as noted above), even large differences may not be statistically significant.

III FINDINGS

A. Acceptance of Women

Tables 2, 3, and 4 present the responses to the 11 items in the questionnaire which dealt with the acceptance of women. In each case, the responses are broken down by gender, job category, ethnicity, and time at Delta College.

RECRUITMENT AND REPRESENTATION

Overall, the responses show that the majority of those with opinions, in the staff as a whole and among the various sub-groups, feel that the College is making a strong effort to recruit women into management and faculty positions, and that women are well represented in these positions. (See items 1-6. in Table 2.)

Table 2

Staff Attitudes Toward the Recruitment and Representation of Women in Management, Faculty, and Classified Positions

Item Text: 1. Delta is making a strong effort to recruit women for management and supervisory positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	45	46	9	359
Men	55	36	9	157
Women	36	55	9	179
Classified	41	38	22	113
All Faculty	44	53	3	205
FT Faculty	53	43	4	104
PT Faculty	36	63	2	101
Managers	71	23	6	31
Blacks	67	17	17	12
Asians & Others	46	45	9	69
Whites	45	47	8	214
Hispanics	29	54	17	43
Short Term (1-5 Yrs)	35	54	11	131
Mid-Term (6-15 Yrs)	52	41	8	122
Long Term (>16 Yrs)	53	39	7	95

Item Text: 2. Delta is making strong effort to recruit women for faculty positions

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	49	44	7	359
Men	60	34	6	157
Women	38	53	9	179
Classified	37	50	13	113
All Faculty	53	42	5	205
FT Faculty	61	32	4	104
PT Faculty	42	52	6	101
Managers	65	29	6	31
Blacks	50	33	17	12
Asians & Others	55	38	7	69
Whites	46	46	7	214
Hispanics	29	59	12	43
Short Term (1-5 Yrs)	42	46	11	131
Mid-Term (6-15 Yrs)	51	44	5	122
Long Term (>16 Yrs)	53	40	6	95

Table 2 (Cont'd.)

Item Text: 3. Delta is making a strong effort to recruit women for classified positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	47	47	6	359
Men	52	43	5	157
Women	43	51	6	179
Classified	44	42	15	113
All Faculty	46	53	1	205
FT Faculty	50	49	1	104
PT Faculty	41	58	1	101
Managers	67	27	7	31
Blacks	55	36	9	12
Asians & Others	52	43	4	69
Whites	45	50	5	214
Hispanics	37	49	15	43
Short Term (1-5 Yrs)	42	53	5	131
Mid-Term (6-15 Yrs)	52	43	6	122
Long Term (>16 Yrs)	47	47	5	95

Item Text: 4. Women are not well represented in management positons.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	26	26	49	359
Men	19	18	63	157
Women	33	31	36	179
Classified	43	20	37	113
All Faculty	18	29	53	205
FT Faculty	25	17	58	104
PT Faculty	11	41	48	101
Managers	19	16	65	31
Blacks	36	18	45	12
Asians & Others	35	21	44	69
Whites	22	26	52	214
Hispanics	37	27	37	43
Short Term (1-5 Yrs)	28	28	44	131
Mid-Term (6-15 Yrs)	24	25	51	122
Long Term (>16 Yrs)	26	21	53	95

Table 2 (Cont'd.)

Item Text: 5. Women are not well represented in faculty positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	13	31	56	359
Men	7	24	69	157
Women	19	38	43	179
Classified	14	36	50	113
All Faculty	11	30	60	205
FT Faculty	11	23	67	104
PT Faculty	11	37	52	101
Managers	16	29	55	31
Blacks	9	27	64	12
Asians & Others	17	22	59	69
Whites	8	35	56	214
Hispanics	24	29	46	43
Short Term (1-5 Yrs)	13	33	54	131
Mid-Term (6-15 Yrs)	8	31	61	122
Long Term (>16 Yrs)	16	31	53	95

Item Text: 6. Women are not well represented in classified positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	7	32	62	359
Men	3	26	71	157
Women	10	36	54	179
Classified	11	25	65	113
All Faculty	3	38	59	205
FT Faculty	1	30	69	104
PT Faculty	5	45	49	101
Managers	13	19	68	31
Blacks	0	17	83	12
Asians & Others	10	30	59	69
Whites	5	34	61	214
Hispanics	13	28	60	43
Short Term (1-5 Yrs)	7	36	57	131
Mid-Term (6-15 Yrs)	8	25	67	122
Long Term (>16 Yrs)	4	36	60	95

IS THE ATMOSPHERE SUPPORTIVE OF WOMEN?

The pattern is similar on the question of whether the atmosphere at Delta welcomes and supports women in management, faculty, and classified positions. (See items 7-9 in Table 3.) The majority of those with opinions, overall and in most sub-groups, believe that it does, although the percent who don't think so is somewhat larger than on the items dealing with recruitment efforts. The exceptions are women and Hispanics on the item dealing with women in management. Both of these groups are split roughly equally among those who believe the College atmosphere supports women in management positions, those who disagree, and those who have no opinion.

Women are not nearly as convinced as men are that the College atmosphere is supportive of women (30% vs. 60% on the question of support in management positions, and 43% vs. 70% on support in faculty positions).

Table 3

Staff Attitudes on Whether the Atmosphere at Delta Supports Women in Management, Faculty, and Classified Positions

Item Text: 7. The atmosphere at Delta welcomes and supports women in management positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	45	32	23	359
Men	60	29	12	157
Women	30	37	33	179
Classified	33	29	38	113
All Faculty	50	36	14	205
FT Faculty	54	26	20	104
PT Faculty	46	47	8	101
Managers	58	19	23	31
Blacks	42	25	33	12
Asians & Others	43	29	28	69
Whites	46	35	19	214
Hispanics	35	35	30	43
Short Term (1-5 Yrs)	44	31	24	131
Mid-Term (6-15 Yrs)	42	36	22	122
Long Term (>16 Yrs)	50	30	20	95

Table 3 Cont'd.)

Item Text: 8. The atmosphere at Delta welcomes and supports women in faculty positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	56	33	11	359
Men	70	25	5	157
Women	43	42	15	179
Classified	41	41	17	113
All Faculty	63	31	6	205
FT Faculty	69	25	6	104
PT Faculty	56	37	7	101
Managers	71	16	13	31
Blacks	58	33	8	12
Asians & Others	57	30	13	69
Whites	57	34	9	214
Hispanics	40	37	17	43
Short Term (1-5 Yrs)	53	36	11	131
Mid-Term (6-15 Yrs)	58	33	9	122
Long Term (>16 Yrs)	60	29	11	95

Item Text: 9. The atmosphere at Delta welcomes and supports women in classified positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	55	34	11	359
Men	64	27	8	157
Women	47	40	13	179
Classified	46	25	29	113
All Faculty	59	39	2	205
FT Faculty	67	31	2	104
PT Faculty	51	47	2	101
Managers	65	26	10	31
Blacks	67	25	8	12
Asians & Others	54	31	15	69
Whites	55	36	9	214
Hispanics	51	29	20	43
Short Term (1-5 Yrs)	52	37	12	131
Mid-Term (6-15 Yrs)	57	31	13	122
Long Term (>16 Yrs)	58	33	9	95

SHARING IN DECISION-MAKING

While the staff is predominantly positive about the College's efforts to recruit women, their representation in management and faculty positions, and the atmosphere of support for women that exists on campus, attitudes are more negative when it comes to the question of sharing in high level decisions.

As shown in Table 4, only 25 percent of the staff believe that women share equally in the highest levels of decision-making, while 41 percent say they don't. Many of the staff sub-groups are even more critical. A majority (52%) of women and managers don't believe women share equally in high level decision making, and 59 percent of Hispanics and classified workers share that view.

Table 4

Staff Attitudes on Whether Women Share Equally in the Highest Levels of Decision-Making

Item Text: 10. Women share equally in the highest levels of decision making.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	25	35	41	359
Men	35	35	30	157
Women	16	32	52	179
Classified	14	28	59	113
All Faculty	29	42	29	205
FT Faculty	31	29	40	104
PT Faculty	26	55	18	101
Managers	29	19	52	31
Blacks	42	8	50	12
Asians & Others	26	30	43	69
Whites	24	40	36	214
Hispanics	12	29	59	43
Short Term (1-5 Yrs)	22	37	41	131
Mid-Term (6-15 Yrs)	24	38	38	122
Long Term (>16 Yrs)	26	32	43	95

IS SEXISM A MAJOR PROBLEM?

Staff feelings on the overall question of whether sexism is a pervasive problem on the campus are more reflective of their generally positive attitudes toward recruitment, representation, and support than their negative views on sharing in decision-making. As shown in Table 5, only 18 percent feel that sexism is a major problem, compared with 52 percent who do not. Even among women, those who don't feel there is a major problem outnumber those who do by two-to-one.

Table 5

Staff Attitudes on Whether Sexism is a Major Problem at Delta College

Item Text: 11. Sexism is a major problem at Delta College.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	18	30	52	359
Men	13	20	67	157
Women	24	39	40	179
Classified	20	34	46	113
All Faculty	12	29	58	205
FT Faculty	14	24	62	104
PT Faculty	11	35	54	101
Managers	10	23	61	31
Blacks	33	25	42	12
Asians & Others	22	28	51	69
Whites	12	30	58	214
Hispanics	29	41	29	43
Short Term (1-5 Yrs)	16	33	51	131
Mid-Term (6-15 Yrs)	17	25	58	122
Long Term (>16 Yrs)	18	33	49	95

B. Acceptance of Minorities

Staff attitudes toward the acceptance of ethnic minorities closely parallel those toward women. By margins of two-to-one on most items, the staff *as a whole* feel that the College is making a strong effort to recruit minorities, that minorities are well-represented in management and faculty positions, and that the atmosphere at the College welcomes and supports minorities. (See items 12-20 in Table 6.)

But a majority of the black and Hispanic staff members who have opinions don't agree. The predominant view in both groups is that the College is not making a strong effort to recruit, support, or utilize minorities.

The attitudes of Asian and other minority groups closely parallel the more positive views of the staff as a whole.

Table 6

Staff Attitudes Toward the Recruitment, Representation, and Support of Women in Management, Faculty, and Classified Positions

Item Text: 12. Delta is making a strong effort to recruit minorities for management positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	49	36	15	359
Men	50	31	19	157
Women	44	41	15	179
Classified	36	33	31	113
All Faculty	48	43	9	205
FT Faculty	59	31	11	104
PT Faculty	38	55	7	101
Managers	81	10	10	31
Blacks	25	17	58	12
Asians & Others	46	36	17	69
Whites	51	41	8	214
Hispanics	27	27	46	43
Short Term (1-5 Yrs)	35	48	17	131
Mid-Term (6-15 Yrs)	58	29	14	122
Long Term (>16 Yrs)	54	31	16	95

Item Text: 13. Delta is making a strong effort to recruit minorities for faculty.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	52	35	13	359
Men	54	34	12	157
Women	51	37	11	179
Classified	36	44	20	113
All Faculty	57	34	9	205
FT Faculty	71	19	10	104
PT Faculty	43	49	8	101
Managers	77	16	6	31
Blacks	25	33	42	12
Asians & Others	58	25	17	69
Whites	54	40	6	214
Hispanics	27	37	37	43
Short Term (1-5 Yrs)	40	44	16	131
Mid-Term (6-15 Yrs)	59	32	9	122
Long Term (>16 Yrs)	60	29	11	95

Table 6 (Cont'd.)

Item Text: 14. Delta is making a strong effort to recruit minorities for classified positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	[illegible]	39	8	359
Men	[illegible]	35	8	157
Women	[illegible]	41	8	179
Classified	[illegible]	30	18	113
All Faculty	[illegible]	48	3	205
FT Faculty	[illegible]	38	2	104
PT Faculty	[illegible]	57	4	101
Managers	[illegible]	16	3	31
Blacks	[illegible]	25	33	12
Asians & Others	[illegible]	33	10	69
Whites	[illegible]	43	3	214
Hispanics	[illegible]	39	24	43
Short Term (1-5 Yrs)	[illegible]	48	9	131
Mid-Term (6-15 Yrs)	[illegible]	29	7	122
Long Term (>16 Yrs)	[illegible]	41	6	95

Item Text: 15. Minorities are not well represented in management positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	[illegible]	29	42	359
Men	[illegible]	22	49	157
Women	[illegible]	35	35	179
Classified	[illegible]	22	33	113
All Faculty	[illegible]	34	45	205
FT Faculty	[illegible]	24	48	104
PT Faculty	[illegible]	45	41	101
Managers	[illegible]	29	55	31
Blacks	[illegible]	[illegible]	17	12
Asians & Others	[illegible]	22	39	69
Whites	[illegible]	35	45	214
Hispanics	[illegible]	24	27	43
Short Term (1-5 Yrs)	[illegible]	31	40	131
Mid-Term (6-15 Yrs)	[illegible]	28	46	122
Long Term (>16 Yrs)	[illegible]	31	40	95

Table 6 (Cont'd.)

Item Text: 16. Minorities are not well represented in the faculty.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	24	31	45	359
Men	17	27	54	157
Women	28	34	38	179
Classified	32	36	32	113
All Faculty	18	29	53	205
FT Faculty	23	18	60	104
PT Faculty	13	40	47	101
Managers	26	29	45	31
Blacks	58	25	17	12
Asians & Others	28	28	44	69
Whites	17	31	51	214
Hispanics	41	39	20	43
Short Term (1-5 Yrs)	26	32	42	131
Mid-Term (6-15 Yrs)	13	35	50	122
Long Term (>16 Yrs)	28	26	45	95

Item Text: 17. Minorities are not well represented in classified positions.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	9	34	57	359
Men	8	29	62	157
Women	10	38	52	179
Classified	12	28	60	113
All Faculty	6	41	54	205
FT Faculty	5	35	61	104
PT Faculty	8	47	44	101
Managers	3	19	77	31
Blacks	8	33	58	12
Asians & Others	12	28	59	69
Whites	7	36	56	214
Hispanics	12	41	47	43
Short Term (1-5 Yrs)	10	42	48	131
Mid-Term (6-15 Yrs)	4	25	70	122
Long Term (>16 Yrs)	8	37	55	95

Table 6 (Cont'd.)

Item Text: 18. The atmosphere at Delta welcomes and supports minorities in management positions.

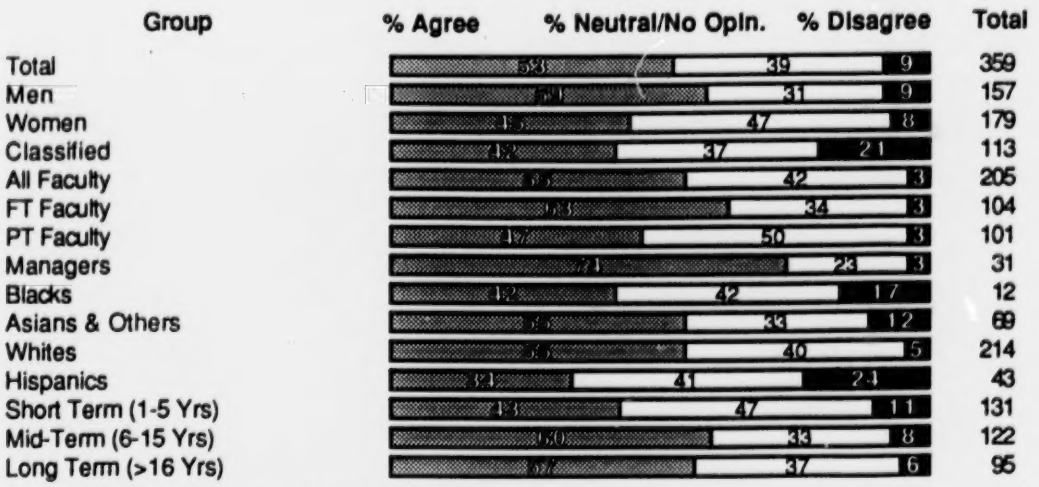
Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	43	35	21	359
Men	52	27	21	157
Women	37	42	22	179
Classified	31	33	36	113
All Faculty	47	40	14	205
FT Faculty	48	31	21	104
PT Faculty	45	49	6	101
Managers	68	19	13	31
Blacks	17	25	58	12
Asians & Others	42	38	20	69
Whites	43	37	15	214
Hispanics	22	29	49	43
Short Term (1-5 Yrs)	42	38	20	131
Mid-Term (6-15 Yrs)	46	34	20	122
Long Term (>16 Yrs)	42	35	23	95

Item Text: 19. The atmosphere at Delta welcomes and supports minorities in faculty positions..

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	51	37	12	359
Men	58	31	12	157
Women	43	44	12	179
Classified	31	48	18	113
All Faculty	59	33	8	205
FT Faculty	66	25	9	104
PT Faculty	51	41	8	101
Managers	65	26	10	31
Blacks	28	27	45	12
Asians & Others	54	36	10	69
Whites	54	38	8	214
Hispanics	32	39	29	43
Short Term (1-5 Yrs)	43	44	13	131
Mid-Term (6-15 Yrs)	57	34	9	122
Long Term (>16 Yrs)	55	32	13	95

Table 6 (Cont'd.)

Item Text: 20. The atmosphere at Delta welcomes and supports minorities in classified positions.



Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total		39	9	359
Men		31	9	157
Women		47	8	179
Classified		37	21	113
All Faculty		42	3	205
FT Faculty		34	3	104
PT Faculty		50	3	101
Managers		23	3	31
Blacks		42	17	12
Asians & Others		33	12	69
Whites		40	5	214
Hispanics		41	24	43
Short Term (1-5 Yrs)		47	11	131
Mid-Term (6-15 Yrs)		33	8	122
Long Term (>16 Yrs)		37	6	95

SHARING IN THE IMPORTANT DECISIONS

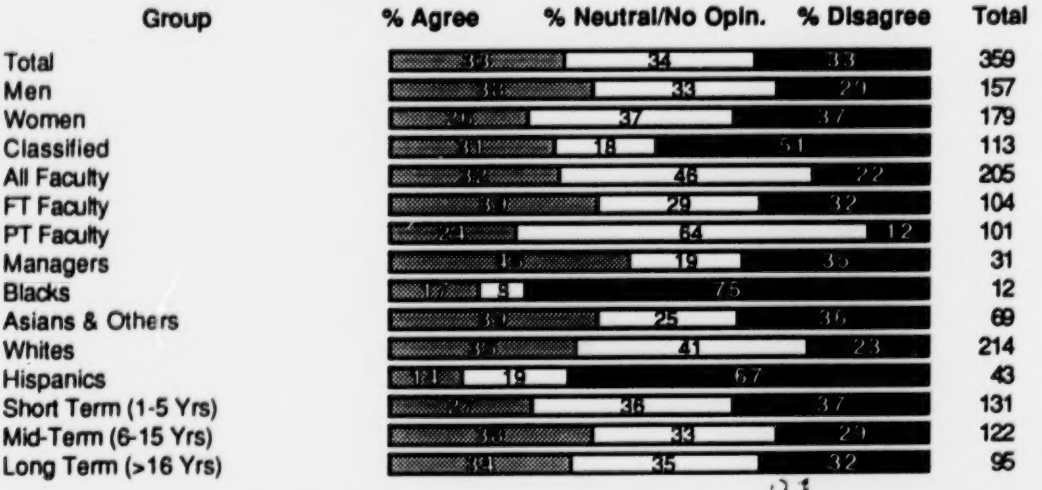
On the question of whether minorities share equally in the making of important decisions, the staff as a whole is evenly split among those who feel they do, those who feel they don't, and those who have no opinion.

Among the faculty and the managers, a majority of those with opinions believe that minorities do share equally in important decisions, but the majority of blacks, Hispanics, and classified workers disagree.

Table 7

Staff Attitudes on Whether Minorities Share Equally in the Highest Levels of Decision-Making

Item Text: 21. Minorities share equally in the important decisions.



Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total		34	33	359
Men		33	29	157
Women		37	37	179
Classified		18	51	113
All Faculty		46	22	205
FT Faculty		29	32	104
PT Faculty		64	12	101
Managers		19	35	31
Blacks		5	75	12
Asians & Others		25	36	69
Whites		41	23	214
Hispanics		19	67	43
Short Term (1-5 Yrs)		36	37	131
Mid-Term (6-15 Yrs)		33	29	122
Long Term (>16 Yrs)		35	32	95

IS RACISM A MAJOR PROBLEM?

On the overall question of whether racism is pervasive at Delta College, the staff believes, by a margin of 57 percent to 18 percent, that it is not. This view is generally uniform across the various demographic sub-groups, including minorities, with the exception of blacks who feel, by a margin of 67 percent to 25 percent that racism is a major problem on the campus.

Table 8

Staff Attitudes on Whether Racism is a Major Problem at Delta College

Item Text: 22. Racism is a major problem at Delta College.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	18	25	57	359
Men	17	21	63	157
Women	17	30	52	179
Classified	20	23	57	113
All Faculty	11	27	62	205
FT Faculty	13	20	66	104
PT Faculty	9	34	57	101
Managers	10	23	68	31
Blacks	67	8	25	12
Asians & Others	25	28	46	69
Whites	10	25	66	214
Hispanics	26	29	45	43
Short Term (1-5 Yrs)	16	31	53	131
Mid-Term (6-15 Yrs)	13	21	64	122
Long Term (>16 Yrs)	16	24	60	95

HIRING STANDARDS AND PROCEDURES FOR PART-TIME FACULTY

To cover all the concerns in the Accreditation Team's report, the survey questionnaire included questions on the hiring standards and the diversity in the hiring pool for part-time faculty (see the quotation from the Accreditation Team Report on page 1). However, since these are more questions of information than attitude, it is not surprising that most of the staff registered a Don't Know or No Opinion response.

Table 9

Staff Attitudes About Hiring Standards and Procedures for Part-Time Faculty

Item Text: 23. Hiring standards for part time faculty are consistent with those for full time faculty.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	28	52	20	359
Men	30	49	21	157
Women	24	56	20	179
Classified	16	67	17	113
All Faculty	31	46	23	205
FT Faculty	30	38	33	104
PT Faculty	33	54	13	101
Managers	19	47	13	31
Blacks	33	58	8	12
Asians & Others	26	51	23	69
Whites	28	51	21	214
Hispanics	18	68	15	43
Short Term (1-5 Yrs)	24	60	16	131
Mid-Term (6-15 Yrs)	30	54	16	122
Long Term (>16 Yrs)	27	40	33	95

Item Text: 24. There is an adequate plan for a diversified pool for part time faculty.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	19	65	16	359
Men	23	60	17	157
Women	15	69	16	179
Classified	15	72	13	113
All Faculty	22	60	18	205
FT Faculty	23	51	26	104
PT Faculty	22	68	10	101
Managers	13	74	13	31
Blacks	25	58	17	12
Asians & Others	22	62	16	69
Whites	19	65	16	214
Hispanics	12	78	10	43
Short Term (1-5 Yrs)	18	66	15	131
Mid-Term (6-15 Yrs)	22	69	9	122
Long Term (>16 Yrs)	18	57	25	95

C. Participation in Decision-Making

INFLUENCE OF COMMITTEES

As the College has moved to expand shared governance under the provisions of AB 1725, it has formed 41 committees comprised of 483 classified, faculty, and management staff members, and students. These committees deal with all aspects of the operation of the College ranging from parking and beautification, through curriculum and construction, to policies and budget.

But the existence of these committees and broad participation in them from management, faculty, and classified workers have not convinced the staff that the work of the committees has a substantial influence on the major decisions affecting the College.

As shown below in Table 10, only 26 percent of the staff believe the committees have a significant influence on major decisions. A large group—40 percent—are unsure, while 34 percent don't believe the committees have much influence.

This pattern is generally uniform across the different sub-groups of the staff with the exception of the managers where the majority (57 percent) believe the committees do have important influence.

Table 10

Staff Attitudes on the Influence of Committees

Item Text: 25. Committees have little influence on major decisions affecting the College.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	34	40	26	359
Men	37	34	29	157
Women	31	45	24	179
Classified	44	32	24	113
All Faculty	30	47	24	205
FT Faculty	51	28	21	104
PT Faculty	9	65	26	101
Managers	14	27	57	31
Blacks	50	25	17	12
Asians & Others	31	36	25	69
Whites	31	41	28	214
Hispanics	23	50	28	43
Short Term (1-5 Yrs)	24	51	25	131
Mid-Term (6-15 Yrs)	33	33	32	122
Long Term (>16 Yrs)	44	35	21	95

SHARING OF DECISION-MAKING

There is widespread uncertainty on the question of whether decision-making is being shared. Nearly half the staff aren't sure. But among those who do have an opinion, the majority don't believe it is. This is true on all three questions, which separately addressed sharing of decision-making with all levels of management, the faculty, and classified workers.

This pattern is essentially uniform across the sub-groups, again with the exception of managers, who predominantly believe that decision-making is being shared.

Responses to these questions generally parallel those to the earlier questions on sharing of decision-making with women and minorities.

Table 11

Staff Attitudes on the Sharing of Decisions

Item Text: 26. Decision making is shared with all levels of mangagement.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	18	48	35	359
Men	22	38	40	157
Women	15	55	30	179
Classified	17	42	42	113
All Faculty	15	55	30	205
FT Faculty	15	37	48	104
PT Faculty	14	73	13	101
Managers	13	33	23	31
Blacks	17	50	33	12
Asians & Others	22	35	35	69
Whites	15	50	34	214
Hispanics	30	64	26	43
Short Term (1-5 Yrs)	14	56	31	131
Mid-Term (6-15 Yrs)	23	44	33	122
Long Term (>16 Yrs)	16	45	39	95

Item Text: 27. Decision making is being shared with the faculty.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	27	39	34	359
Men	31	31	38	157
Women	25	46	30	179
Classified	27	42	30	113
All Faculty	24	41	35	205
FT Faculty	19	22	59	104
PT Faculty	27	60	13	101
Managers	37	23	10	31
Blacks	25	42	33	12
Asians & Others	30	25	39	69
Whites	25	43	31	214
Hispanics	21	50	28	43
Short Term (1-5 Yrs)	28	42	30	131
Mid-Term (6-15 Yrs)	30	40	30	122
Long Term (>16 Yrs)	26	37	11	95

Table 11 (Cont'd.)

Item Text: 28. Decision making is being shared with the classified staff.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	14	47	39	359
Men	17	44	39	157
Women	13	47	40	179
Classified	11	25	65	113
All Faculty	11	62	27	205
FT Faculty	8	51	41	104
PT Faculty	15	72	13	101
Managers	50	37	13	31
Blacks	17	42	42	12
Asians & Others	19	36	46	69
Whites	13	53	33	214
Hispanics	10	48	43	43
Short Term (1-5 Yrs)	13	50	37	131
Mid-Term (6-15 Yrs)	17	42	41	122
Long Term (>16 Yrs)	12	53	35	95

ADMINISTRATION EFFORTS TO EXPAND PARTICIPATION IN DECISION-MAKING

As on the previous set of questions concerning the actual sharing of decision-making, there is also widespread uncertainty on whether the administration is making efforts to expand participation.

On the question of expanding participation with the faculty, half of the staff are unsure, and the remainder are split about evenly between those who believe the administration is making such efforts and those who don't.

As to whether efforts are being made to expand classified workers' participation in decision-making, most of the staff don't have an opinion, but among those who do, the view that the administration is not making adequate efforts predominates (27% vs. 18%). The classified workers themselves are much more doubtful (52% to 12%) that such efforts are being made.

On both questions, the overall pattern of response is generally uniform across the various sub-groups except for mangers, the majority of whom believe the administration is making efforts to expand participation.

Table 12

Staff Attitudes on the Administration's Efforts to Expand Participation in Decision-Making

Item Text: 29. The administration is making efforts to expand faculty participation in college decision making.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	29	48	23	359
Men	32	39	29	157
Women	26	56	19	179
Classified	24	54	22	113
All Faculty	27	50	25	205
FT Faculty	27	34	39	104
PT Faculty	24	65	12	101
Managers	68	25	4	31
Blacks	10	36	27	12
Asians & Others	29	38	33	69
Whites	30	52	18	214
Hispanics	24	60	19	43
Short Term (1-5 Yrs)	25	54	21	131
Mid-Term (6-15 Yrs)	34	45	21	122
Long Term (>16 Yrs)	24	48	28	95

Item Text: 30. The administration is making efforts to expand classified participation in college decision making.

Group	% Agree	% Neutral/No Opin.	% Disagree	Total
Total	18	55	27	359
Men	20	50	30	157
Women	17	57	25	179
Classified	12	35	52	113
All Faculty	18	71	10	205
FT Faculty	17	62	25	104
PT Faculty	18	80	2	101
Managers	69	28	3	31
Blacks	25	33	42	12
Asians & Others	22	42	36	69
Whites	18	63	20	214
Hispanics	15	50	35	43
Short Term (1-5 Yrs)	13	59	28	131
Mid-Term (6-15 Yrs)	26	49	26	122
Long Term (>16 Yrs)	14	59	27	95

D. Consensus and Conflict

The results of this survey, apart from their central purpose of substantiating or correcting the concerns voiced in the accreditation report, offer a window of insight into the lines of unity and dissension that structure staff attitudes on the key issues of equal opportunity and staff participation.

Given the larger forces that push toward polarization—between whites and minorities, between males and females, and between managers, faculty, and classified workers—there is remarkable agreement among most groups on most of the questions dealing with the acceptance of women and minorities.

These groups, who often have glaringly divergent opinions on many issues, basically agree with each other that the College is making a strong effort to recruit women and minorities for professional jobs, that women and minorities are well represented in the higher level jobs, that the atmosphere at Delta welcomes and supports women and minorities, and that neither sexism nor racism is a major problem on the Delta campus. There is also broad agreement that women and minorities do *not* yet share equally in important decisions.

There are several clear exceptions. Women are far less satisfied than men with the progress in recruitment or the support they receive; and blacks and Hispanics have a much more critical view than most of the staff on the adequacy of efforts for minorities. But it is the broad pattern of agreement across the sub-groups on these important issues that is more striking than the instances of disagreement.

This general agreement on issues related to the acceptance of women and minorities tends to break down in the area of staff participation:

- A majority of full-time faculty members believe committees have little influence on major decisions, but a majority of managers are persuaded they do.
- Sixty-seven percent of managers say that decision-making is being shared with the faculty, but 59 percent of full-time faculty members say it isn't.
- Two-thirds of the classified staff don't believe decisions are being shared with them, but most managers think they are.
- A large majority of the College's managers believe the administration is making efforts to expand participation in decision-making, but only small minorities of the other groups agree.

Clearly, on the issues of acceptance of women and minorities and participation in decision-making, there are strong threads of both agreement and disagreement among the sub-groups comprising the Delta College staff.

E. General Tendencies Toward Positive and Negative Attitudes, and the Extent of "No Opinion"

Table 13 shows the average percent (across all 30 items in the questionnaire) of positive, negative, and no-opinion responses for the total sample and for each staff-sub group.

Table 13

Overall Tendency of Staff Sub-Groups to Express Positive or Negative Attitudes, or to Have No Opinion

Group	Average Percent Positive	Group	Average Percent Negative	Group	Average Percent Neutral/ No Opinion
Total	42	Total	20	Total	39
Managers	61	Blacks	34	PT Faculty	53
Men	49	Clasified	30	Women	44
FT Faculty	48	Hispanics	29	Short Term	43
Mid-Term	47	Asians & Others	24	All Faculty	43
Whites	43	Women	21	Hispanics	41
All Faculty	43	Long Term	21	Whites	41
Asians & Others	43	FT Faculty	20	Long Term	37
Long Term	42	Short Term	20	Mid-Term	36
PT Faculty	38	Men	18	Clasified	36
Blacks	37	Mid-Term	18	Asians & Others	34
Short Term	37	Whites	15	Men	33
Women	35	All Faculty	15	FT Faculty	32
Clasified	34	Managers	14	Blacks	29
Hispanics	29	PT Faculty	9	Managers	25

What the data in Table 13 show is that, regardless of the issue in question, some groups tend consistently across all the items in the questionnaire to be more positive or negative, or to be more uncertain, than other groups. Managers, men, the full-time faculty, and employees of mid-term length (6 to 15 years) are appreciably above average in their tendency to give positive responses across all the items. Blacks, classified workers, and Hispanics are substantially above average in their general tendency to give negative responses.

The frequency of no opinion responses is high—averaging 39 percent overall, and ranging from a low of 25 percent for managers to a high of 53 percent for part-time faculty. The explanation for the differences among the groups is not clear. Managers, who ought be the best informed on the policies and initiatives that many of the questions ask about, should have the lowest level of no opinion, and they do. But even they average 25 percent.

It is understandable that part-time faculty should have the highest level of no opinion since their involvement with the College and their knowledge about its operation is much more limited than the full-time employees. But women are the second highest group with an average of 44 percent; and while black employees have the second lowest rate at 29 percent, Hispanics are above average at 41 percent.

Whatever the explanation may be the puzzling differences in no opinion responses among the staff sub-groups, the policy question is whether the no opinion responses typically represent the lack of information or the presence of uncertainty. Do these groups that are high in no opinion need to be better informed about policies and initiatives that are in place (e.g., recent expansions in the membership of the President's Council and the Budget Committee), or are they unconvinced that the policies are operating effectively?

APPENDIX

Survey Questionnaire

ACCREDITATION FOLLOW-UP QUESTIONNAIRE

In 1990, the College's accreditation was reviewed and approved. As part of its report, the accreditation team requested that an assessment be made of perceptions of the staff regarding the participation of ethnic minorities and women at Delta College, and the participation of faculty and classified staff in college decision making. Please indicate the extent to which you agree or disagree with the following statements.

Please tear off the address cover sheet, and do not put your name on the questionnaire. All responses are anonymous. This questionnaire was developed by a campus accreditation committee, with representation from faculty, classified staff, and management.

Please use a No. 2 pencil to fill in the bubbles.

Questions related to your opinion about the role of women at Delta College:

		Strongly Agree				Strongly Disagree	Don't Know
1.	Delta College is making a strong effort to recruit women for management and supervisory positions.	①	②	③	④	⑤	⑥
2.	Delta College is making a strong effort to recruit women for faculty positions.	①	②	③	④	⑤	⑥
3.	Delta College is making a strong effort to recruit women for classified staff positions.	①	②	③	④	⑤	⑥
4.	At present, women are not well represented in management and supervisory positions.	①	②	③	④	⑤	⑥
5.	At present, women are not well represented in faculty positions.	①	②	③	④	⑤	⑥
6.	At present, women are not well represented in classified staff positions.	①	②	③	④	⑤	⑥
7.	The atmosphere of the College is one that welcomes and supports women in management and supervisory positions.	①	②	③	④	⑤	⑥
8.	The atmosphere of the College is one that welcomes and supports women in faculty positions.	①	②	③	④	⑤	⑥
9.	The atmosphere of the College is one that welcomes and supports women in classified positions.	①	②	③	④	⑤	⑥
10.	Women share equally in the highest levels of decision-making at Delta College.	①	②	③	④	⑤	⑥
11.	Sexism is a major problem at Delta College.	①	②	③	④	⑤	⑥

PLEASE GO TO THE NEXT PAGE.

Questions related to your opinion about the role of ethnic minorities at Delta College:

	Strongly Agree				Strongly Disagree	Don't Know
12. Delta College is making a strong effort to recruit ethnic minorities for management and supervisory positions.	①	②	③	④	⑤	⑥
13. Delta College is making a strong effort to recruit ethnic minorities for faculty positions.	①	②	③	④	⑤	⑥
14. Delta College is making a strong effort to recruit ethnic minorities for classified staff positions.	①	②	③	④	⑤	⑥
15. At present, ethnic minorities are not well represented in management and supervisory positions.	①	②	③	④	⑤	⑥
16. At present, ethnic minorities are not well represented in faculty positions.	①	②	③	④	⑤	⑥
17. At present, ethnic minorities are not well represented in classified positions.	①	②	③	④	⑤	⑥
18. The atmosphere of the College is one that welcomes and supports ethnic minorities in management and supervisory positions.	①	②	③	④	⑤	⑥
19. The atmosphere of the College is one that welcomes and supports ethnic minorities in faculty positions.	①	②	③	④	⑤	⑥
20. The atmosphere of the College is one that welcomes and supports ethnic minorities in classified positions.	①	②	③	④	⑤	⑥
21. Ethnic minorities share equally with whites in the important decisions at Delta College	①	②	③	④	⑤	⑥
22. Racism is a major problem at Delta College.	①	②	③	④	⑤	⑥

PLEASE GO TO THE NEXT PAGE.

Questions related to your opinion about the participation of staff in decision making:

	Strongly Agree				Strongly Disagree	Don't Know
23. Hiring standards for part-time faculty are consistent with those used for full-time faculty.	①	②	③	④	⑤	⑥
24. There is an adequate plan for a diversified recruiting pool for part-time faculty.	①	②	③	④	⑤	⑥
25. College committees have little influence on major decisions affecting the College.	①	②	③	④	⑤	⑥
26. In the spirit of shared governance, the decision making process is being shared with all levels of management.	①	②	③	④	⑤	⑥
27. In the spirit of shared governance, the decision making process is being shared with faculty.	①	②	③	④	⑤	⑥
28. In the spirit of shared governance, the decision making process is being shared with classified staff.	①	②	③	④	⑤	⑥
29. The administration is making efforts to expand the participation of faculty in college decision-making.	①	②	③	④	⑤	⑥
30. The administration is making efforts to expand the participation of classified staff in college decision-making.	①	②	③	④	⑤	⑥

Demographic Information:

31. Gender: M ① F ②

32. Classification:

① Classified Staff

② Full-Time Faculty

③ Part-Time Faculty

④ Manager

33. Ethnicity:

① African American

② American Indian

③ Asian

④ Caucasian

⑤ Filipino

⑥ Hispanic

⑦ Other

34. Worked at Delta College:

① 0-5 years

② 6-10 years

③ 11-15 years

④ 16-20 years

⑤ More than 20 years

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE. PLEASE RETURN IT TO THE MAIL ROOM BY FRIDAY, DECEMBER 11. THE RESULTS WILL BE PUBLISHED AS SOON AS THEY HAVE BEEN COMPILED.